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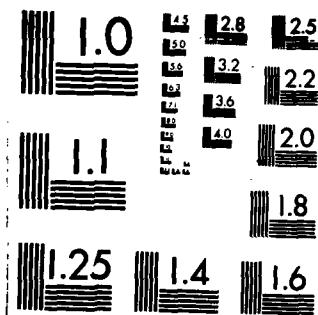
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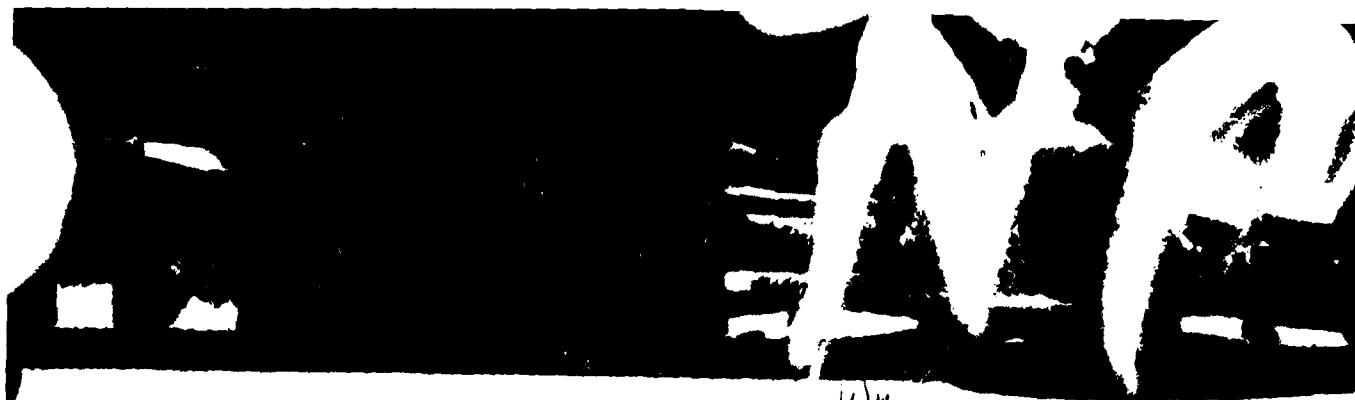
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May 1985

**RESEARCH AND DEVELOPMENT REQUIREMENTS ANALYSIS FOR NAVY
SURFACE FORCE, PACIFIC, SHIPBOARD SUPPLY DEPARTMENTS**

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05	09								
19. ABSTRACT (Continue on reverse if necessary and identify by block number) → This report provides a preliminary analysis of the problems confronting Pacific Fleet surface warfare supply officers that may require "people-related" research and development for solution. It presents a priority ranking of 29 previously identified problems by ship type according to the judgments of 141 ship's supply officers and assistant supply officers. Solutions recommended by both groups are included. Difficulty of advancement in the ship's serviceman (SH) rating was the most severe problem noted by supply personnel (64% of respondents). A generally perceived shortage of manpower to do the job was indicated by many survey items; long hours (63%) and heavy work load (60%) were the second and third most severe problems. Insufficient telephone lines and labor-intensive inventory and documentation were also impediments to efficient function. User-related problems included failure to cancel requisitions, overstated delivery date requirements, and orders for unnecessary parts. There were some meaningful variations between ship types, but only minor differences of opinion between supply officers and their assistants.									
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FOREWORD

This report provides a preliminary research requirements analysis of the problems confronting supply departments aboard surface warfare units of the Pacific Fleet. It presents a problem severity ranking developed from a survey of 141 ship's supply and assistant supply officers. The solutions suggested in the survey responses are included. "People-related" research and development seems to be indicated for problems associated with work overload and a perceived lack of manpower to do the job.

This effort was performed under the sponsorship of Naval Surface Forces, Pacific's Assistant Chief of Staff for Supply/Financial Management/Automated Data Processing (N-7), Captain G. W. Willis, USN. Technical point of contact and project policy guidance was maintained through Force Supply Operations/Plans, Captain J. D. Kaufman, USN and Lieutenant Commander J. H. Boggio, USN. The findings herein were presented to these directorates in November 1984 and have provided basic data with which to develop the research and development support that may be needed to deal with these issues. The directorates have recommended expanding the scope of this preliminary requirements analysis to Pacific Fleet amphibious units in order to develop a more comprehensive data base.

J. E. KOHLER
Commander, U.S. Navy
Commanding Officer

J. W. TWEEDDALE
Technical Director

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SUMMARY

Problem

Although supply support is a major category of shipboard operations, "people-related" research and development (R&D) has been only coincidentally directed to its functions. Pacific Fleet shipboard supply departments encounter many management challenges. Some are common throughout the fleet, while others are unique to the platform type of a particular ship class. Ship supply problems need to be identified, prioritized for their impact on fleet readiness, and examined for the potential solutions that might be generated through people-related R&D.

Objective

The purpose of this research was to identify the R&D requirements of shipboard supply departments. To do this, it was necessary to categorize supply issues in a severity ranking according to the aggregate opinion of deployed supply officers. These data could then provide the framework for establishing the R&D support required for problem solution.

Approach

A questionnaire listing 29 problems of likely concern was sent to the supply officers and assistant supply officers of 101 surface combatants of the Pacific Fleet. The respondents rated each item of concern on a 1 to 5 scale, "1" being "Not a problem" and "5" being "A problem to a very great extent." Section B of the questionnaire solicited a list of the five top problems in order of concern, and Section C obtained officers' solutions to their list of the five most severe problems.

Results

The responses received from 141 officers representing 84 ships indicated general agreement on problem severity, although some meaningful variations between ship types were found. The 15 highest ranked issues strongly suggested that a shortage of manpower to do the job is a serious concern. The 14 lower ranked issues indicated needs for training improvements. Considerable overlap existed between these two general concerns. Solutions proposed in the free response section of the questionnaire fell into four general categories: policy changes, training improvements, logistics improvements, and equipment/workspace/technology improvements. There were only minor differences between the opinions of supply officers and assistant supply officers.

The results of this preliminary analysis were presented to the COMNAVSURFPAC Assistant Chief of Staff for Supply/Financial Management/Automated Data Processing and to the Force Supply Officer in November 1984. The potential utility of the information provided was felt to be extremely high and the presentation was well received. These data have already been the basis for a major discussion paper distributed internally to senior supply officers of the Pacific Fleet.

TABLE OF CONTENTS

	Page
INTRODUCTION	1
Problem and Background	1
Objective	1
APPROACH	1
RESULTS	2
Problem Severity	2
Ship Type	4
SUPPO and A/SUPPO Differences	6
Solutions Suggested by SUPPOs and A/SUPPOS	7
CONCLUSIONS	8
R&D Implications	8
Limitations of This Research	10
Customer Input	10
Utilization of Preliminary Results	11
RECOMMENDATIONS	11
Short-Term Goals	11
Mid-Term Goals	11
Long-Term Goals	11
REFERENCE	13
APPENDIX A--NEEDS ASSESSMENT SURVEY	A-0
APPENDIX B--PROBLEM AREAS AND RECOMMENDED SOLUTIONS	B-0
DISTRIBUTION LIST	

LIST OF TABLES

	Page
1. Respondents by Ship Type	2
2. The Top 15 Problems as Rated by Supply Officers in the Pilot Study	3
3. Problem Ranking from Most to Least Serious by Aggregated Ship Type	4
4. Problems Causing Concern to a Great or Very Great Extent by Aggregated Ship Type	5
5. Problems Causing Concern to a Great or Very Great Extent by Ship Type	6
6. Problems Causing Concern to a Great or Very Great Extent by SUPPO and A/SUPPO	7
7. Type of Solutions Suggested According to Overall Rank of Problem Severity	9
8. Kinds of Solutions Recommended for High- and Low-Severity Issues	10

INTRODUCTION

Problem and Background

One of the primary mission responsibilities of the Navy Personnel Research and Development Center's (NAVPERSRANDCEN) Fleet Support Office is to assist in the identification of factors adversely impacting on fleet operating effectiveness. An important aspect of this responsibility is to refine, restructure, and/or provide existing research and development (R&D) solutions for current operational problems.

With mission involvement incorporating disbursement, spare parts inventory, food preparation, laundry, ship's store, and barbering services, supply support is a major category of shipboard operations. This study focussed on identifying significant problems within shipboard supply departments which might be amenable to "people-related" R&D solutions. Efforts to identify relevant fleet problems for inclusion in NAVPERSRANDCEN's R&D program ensure greater R&D responsiveness to operational needs.

A proposal was presented to the Force Supply Officer, Surface Force, Pacific (SURFPAC) in mid-FY84 and was subsequently approved for initiation. The ships specified for the analysis were all surface combatants, excluding aircraft carriers.

Objective

The objectives were to identify any current or potential problem areas in the operation of shipboard supply departments, and to assist NAVPERSRANDCEN internally in the development of responsive, realistic R&D program recommendations.

APPROACH

NAVPERSRANDCEN's 1980 Human Factors Engineering R&D requirements analysis, "Human Factors Engineering Technology for Ships" (Subproject Program Plan SF 57-525), produced 4 out of 19 general requirements that were relevant to supply department operations:

1. Improve the morale and efficiency of mess-deck personnel.
2. Improve the accuracy and efficiency of supply support and disbursing operations.
3. Improve shore-based support for ships in port.
4. Develop more efficient ship's services operations.

A total of 27 problem statements drawn from these requirements served as the basis for initial interviews with the SURFPAC Supply Management Inspection (SMI) team, which conducts periodic on board inspections of all supply operations. These interview results were combined with the data from the 1980 NAVPERSRANDCEN analysis that were still relevant in order to develop a "semi-structured" interview format. This format was used to conduct 11 additional preliminary interviews with supply officers (SUPPOs), assistant supply officers (A/SUPPOs), and selected leading chief petty officers within the supply departments aboard two frigates and one destroyer. This final series of interviews yielded

29 items of general concern that appeared to be impediments to the effectiveness and productivity of a shipboard supply department.

A questionnaire based on these 29 items (see Appendix A) was developed and directed to the SUPPOs and A/SUPPOs of 101 surface combatants of the Pacific Fleet. The questionnaire was divided into five sections. Section A listed the 29 problems identified in the interviews as impediments to the effectiveness of supply departments. The respondents were asked to rate each problem (item) on a scale of 1 to 5; "1" being "Not a problem at all" and "5" being "A problem to a very great extent." Section B requested a personal listing, in order of importance, of five problems causing the greatest concern. In Section C, each respondent was asked to provide realistic solutions for the five important problems he had enumerated in the previous section. Section C attempted to obtain qualitative insight into the issues by providing the SUPPOs and their assistants an opportunity to articulate their recommendations. The remaining sections, D and E, provided space for additional comments and collected brief demographic information.

RESULTS

Of the 101 surface combatants queried, responses were received from 141 officers (75 SUPPOs and 66 A/SUPPOs) representing a total of 84 ships. As shown Table 1, frigates represented over 50 percent of the sample with 45 ships, followed by 24 destroyers, 14 cruisers, and 1 battleship. With the frigates (FFs and FFGs) so heavily represented, it was not surprising that they provided 71 officers, one-half of the total number of respondents. The average length of Navy experience for the SUPPOs was 8 years, 7 of which had been spent in supply departments. The average A/SUPPO had served over 4 years, with more than 2 years spent in supply departments.

Table 1
Respondents by Ship Type

Number of Respondents	Ship Type							Total (N=84)
	BB (N=1)	CG (N=11)	CGN (N=3)	DD (N=11)	DDG (N=13)	FF (N=24)	FFG (N=21)	
SUPPO	1	10	3	10	11	22	18	75
A/SUPPO	4	9	4	10	8	17	14	66
Total	5	19	7	20	19	39	32	141

Note. N refers to number of ships.

Problem Severity

Table 2 presents the top 15 problems as seen by SUPPOs and A/SUPPOs. With 64 percent of the sample responding either "great" or "very great," item 8, "Difficult to advance in ship's serviceman (SH) rating; no personnel qualification standards (PQS); clogged at E-5/6," ranked number one overall as the most serious problem for personnel in

shipboard supply departments. Table 3 provides a ranking of all items from most serious to least serious. The data obtained from Section B of the questionnaire, in which the respondents listed five problems causing the greatest concern, were fully consistent with the rank ordering presented in Table 3.

Table 2
The Top 15 Problems as Rated by Supply Officers in the Pilot Study

Problems in Order of Perceived Severity	Percentage of Respondents Indicating It Was a "Great" or "Very Great" Problem
1. Difficult to advance in SH rate; no PQS package, clogged at E-5/6 (Item 8)	64
2. Reduced manning levels cause excessively long working hours; especially for MSs and SKs (Item 17)	63
3. Low NMP allowances causes high work loads and long hours for MS and SH personnel (Item 28)	60
4. Insufficient telephone lines (Item 9)	59
5. Mess deck detailing deprives other departments of needed personnel; especially when double-dipping occurs (Item 29)	53
6. Users fail to cancel invalid requisitions (Item 24)	52
7. Excessive labor needed to prepare administrative documentation (Item 18)	51
8. Users overstate priorities or delivery date requirements (Item 25)	48
9. Excessive labor needed to update supply files; maintain current inventories (Item 16)	47
10. Services, re-stocking activities in-port disrupted because of additional watchstanding duties for supply department personnel (Item 14)	43
11. Billet-gapping responsible for severe disruptions in normal operations (Item 11)	41
12. Users often order unnecessary parts (Item 23)	38
13. Insufficient working space; insufficient capacity in ship's laundry (Item 5)	34
14. Supply department personnel constant targets of complaints; rarely praised (Item 1)	33
15. Laundry work labor-intensive; need labor saving devices (Item 4)	33

Table 3
Problem Ranking From Most to Least Serious by Aggregated Ship Type

Severity Rank	Survey Item Number					All Ship Types
	Battleship	Cruisers	Destroyers	Frigates		
1	11	16	17	28	8	
2	12	8	8	17	17	
3	14	9	9	8	28	
4	17	18	28	9	9	
5	18	29	24	29	29	
6	19	28	23	18	24	
7	2	17	25	24	18	
8	4	24	16	25	25	
9	5	11	18	14	16	
10	8	7	29	16	14	
11	9	14	1	11	11	
12	28	25	11	4	23	
13	29	4	14	5	5	
14	1	23	5	10	1	
15	7	15	21	1	4	
16	10	19	3	23	7	
17	13	1	4	6	10	
18	15	5	6	7	3	
19	3	3	7	26	6	
20	6	13	10	21	21	
21	16	22	26	3	15	
22	20	2	15	13	13	
23	21	12	13	15	26	
24	22	10	19	12	12	
25	23	20	22	22	19	
26	24	6	12	19	22	
27	25	26	2	2	2	
28	26	27	27	20	20	
29	27	21	20	27	27	

Ship Type

Tables 4 and 5 provide percentages of respondents noting items in Section A as severe by ship type. Because frigates comprised 50 percent of the sample, they tend to impact the overall percentage ratings. Although there was general agreement between ship types, meaningful variations do exist. These variations could be due to differences in age of ship, platform design, or minimum manning designations, all of which can produce different operating environments. For example, the item of top concern for cruisers (72% of respondents) was number 16, "Excessive labor needed to update supply files; maintain current inventories." Less than 50 percent of respondents on other ship types regarded updating inventories as a particularly serious problem.

Table 4
Problems Causing Concern to a Great or Very
Great Extent by Aggregated Ship Type

Item Number	Percentage of Respondents Rating "4" or "5"				
	Battleship (N=5)	Cruisers (N=26)	Destroyers (N=39)	Frigates (N=71)	Total (N=141)
1	20	23	41	34	33
2	25	17	5	9	10
3	0	21	31	25	25
4	25	33	28	35	33
5	25	21	36	35	34
6	0	12	26	30	25
7	20	43	25	27	29
8	25	64	64	66	64
9	25	60	59	60	59
10	20	15	23	35	27
11	40	44	38	42	41
12	40	16	15	22	20
13	20	20	18	24	22
14	40	38	38	48	43
15	20	31	20	23	23
16	0	72	44	43	47
17	40	50	67	68	63
18	40	54	44	55	51
19	33	28	17	10	16
20	0	14	0	9	7
21	0	4	34	26	24
22	0	18	16	13	15
23	0	32	50	34	38
24	0	50	53	55	52
25	0	38	45	54	48
26	0	9	22	27	22
27	0	8	3	4	5
28	25	52	54	69	60
29	25	54	42	60	53

Note. N refers to number of respondents.

B. From the previous items, list, in order of importance, the five problems that cause you the greatest concern.

1. _____
2. _____
3. _____
4. _____
5. _____

C. For these five most important problems, what do you see as a realistic solution? Remember you are working within the Navy system. What solution for each of these problems would improve your working environment?

A. Indicate the extent to which the factors listed below are a problem for you, e.g., how they adversely impact on your time and on those who work for you. Please circle the number which represents your response.

	Not At All	To A Small Extent	To Some Extent	To A Great Extent	To A Very Great Extent
	1	2	3	4	5
21. Technicians not competent in identifying and ordering parts.	1	2	3	4	5
22. Technical manuals often out of date, leading to errors in ordering parts.	1	2	3	4	5
23. Users often order unnecessary parts.	1	2	3	4	5
24. Users fail to cancel invalid requisitions.	1	2	3	4	5
25. Users overstate priorities or delivery date requirements.	1	2	3	4	5
26. Excessive generation of CASREPS to expedite part requirements.	1	2	3	4	5
27. Excessive typographical errors made in preparing messages.	1	2	3	4	5
28. Low NMP allowances causes high workloads and long hours for MS and SH personnel.	1	2	3	4	5
29. Mess deck detailing deprives other departments of needed personnel; especially when double-dipping occurs.	1	2	3	4	5

Not At All	To A Small Extent	To Some Extent	To A Great Extent	To A Very Great Extent
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A. Indicate the extent to which the factors listed below are a problem for you, e.g., how they adversely impact on your time and on those who work for you. Please circle the number which represents your response.

	Not At All	To A Small Extent	To Some Extent	To A Great Extent	To A Very Great Extent
	1	2	3	4	5
14. Services, re-stocking activities in port disrupted because of additional watch standing duties for supply department personnel.	1	2	3	4	5
15. High error rates; much time is spent auditing, locating, correcting a wide variety of errors.	1	2	3	4	5
16. Excessive labor needed to update supply files, maintain current inventories.	1	2	3	4	5
17. Reduced manning levels cause excessively long working hours; especially for MS's and SK's.	1	2	3	4	5
18. Excessive labor needed to prepare administrative documentation.	1	2	3	4	5
19. Excessive labor needed to prepare data input for ADP-equipped ships.	1	2	3	4	5
20. Supply support inexperience leads to the ordering of wrong parts.	1	2	3	4	5

	Not At All	To A Small Extent	To Some Extent	To A Great Extent	To A Very Great Extent
	1	2	3	4	5

A. Indicate the extent to which the factors listed below are a problem for you, e.g., how they adversely impact on your time and on those who work for you. Please circle the number which represents your response.

	Not At All	To A Small Extent	To Some Extent	To A Great Extent	To A Very Great Extent
	1	2	3	4	5
7. Lack of responsive supply support for spare parts.	1	2	3	4	5
8. Difficult to advance in SH rate; no PQS package, clogged at E-5/6.	1	2	3	4	5
9. Insufficient telephone lines	1	2	3	4	5
10. SUPPO school does not provide sufficient training in how to realistically cope with commonly encountered shipboard situations.	1	2	3	4	5
11. Billet-gapping responsible for severe disruptions in normal operations.	1	2	3	4	5
12. Formal school training, especially for MS's doesn't adequately prepare new personnel for actual working environment.	1	2	3	4	5
13. Lack of mandatory refresher training for rated personnel who report from shore billets decreases productivity.	1	2	3	4	5

Not At All	To A Small Extent	To Some Extent	To A Great Extent	To A Very Great Extent
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NEEDS ASSESSMENT
 Shipboard Supply Department Operations
 Navy Personnel Research and Development Center
 San Diego, California 92152

A. Indicate the extent to which the factors listed below are a problem for you, e.g., how they adversely impact on your time and on those who work for you. Please circle the number which represents your response.

	Not At All	To A Small Extent	To Some Extent	To A Great Extent	To A Very Great Extent
	1	2	3	4	5
1. Supply department personnel constant targets of complaints; rarely praised.	1	2	3	4	5
2. Modern Food preparation devices add maintenance, training, and cleaning time.	1	2	3	4	5
3. Difficulty maintaining sanitary standards.	1	2	3	4	5
4. Laundry work labor-intensive; need laborsaving devices.	1	2	3	4	5
5. Insufficient working space, insufficient capacity in ship's laundry.	1	2	3	4	5
6. Ass't SUPPO spends inordinate time supervising ship's store and vending machine operations.	1	2	3	4	5

	Not At All	To A Small Extent	To Some Extent	To A Great Extent	To A Very Great Extent
	1	2	3	4	5

INTRODUCTION

The purpose of this assessment is to identify relevant objectives to be incorporated within the Research and Development Program conducted by the Navy Personnel Research and Development Center.

This Center has recently completed a survey of shipboard Supply Department problems on surface combatants and has identified a number of items that may warrant research attention. These items, 29 in all, are described on the following pages. Since the program can focus its efforts on only a few of these, a selection must be made. The results of this assessment by experienced Supply Officers will guide the selection and help insure that the R & D program responds to valid needs.

Thank you for participating in this assessment. Your comments will help establish the priorities of the R & D program.

APPENDIX A
NEEDS ASSESSMENT SURVEY

A-0

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REFERENCE

Navy Personnel Research and Development Center. (1980). Human Factors Engineering Technology for Ships. Unpublished planning document of the Naval Sea Systems Command, Washington, DC.

Utilization of Preliminary Results

The results of this preliminary analysis were presented to the COMNAVSURFPAC Assistant Chief of Staff for Supply/Financial Management/Automated Data Processing and to the Force Supply Officer in November 1984. The potential utility of the information provided was felt to be extremely high and the presentation was well received. These data have already been the basis for a major discussion paper distributed internally to senior supply officers of the Pacific Fleet.

RECOMMENDATIONS

The following recommendations have two objectives: (1) to provide information for the development of NAVPERSRANDCEN program requirements, and (2) to expand the data base to include other major fleet ship types and locations in order to provide information of broader utility to senior supply officers in operational commands.

The recommendations have been grouped into short-, mid-, and long-term goals. Changing events or fleet priorities could rearrange this grouping.

Short-Term Goals

1. Review deficiencies and recommended solutions to determine those with R&D implications.
2. For those issues requiring R&D action, establish priorities and commence problem resolution.
3. Expand the data base to include Pacific Fleet amphibious units.

Mid-Term Goals

1. Develop a "customer survey" to solicit user perspectives from ship COs, XOs, and department heads of the problems confronting and influenced by fleet supply departments.
2. Conduct this survey among Pacific Fleet units.

Long-Term Goals

1. Further expand the data base to include Atlantic Fleet units.
2. Develop a survey tailored for aircraft carriers.
3. Conduct this survey among Pacific and Atlantic Fleet aircraft carriers.

Table 8
Kinds of Solutions Recommended for High- and Low-Severity Issues

Solution Type	Number of Solutions Suggested		
	High Severity Issues (N=15)	Low Severity Issues (N=14)	Total Issues (N=29)
Policy changes	21	6	27
Logistic improvements	7	7	14
Equipment/workspace/ technology refinements	13	8	21
Training	7	19	26
Total	48	40	88

Note. N refers to number of issues.

Even though training improvements for the most part were directed to second echelon problem areas, it is possible that improvements in training could impact manpower availability problems. Better trained individuals can increase workspace productivity, thereby reducing actual personnel requirements in the long run. Therefore, training-related RDT&E could provide a significant contribution to solving afloat supply department workload problems.

Limitations of This Research

The current data set applies only to surface warfare units and therefore its generalizability is limited. Collecting the same kind of data from amphibious and other units would provide a more accurate assessment of overall Pacific Fleet supply issues. Expansion of the survey to include the Atlantic Fleet commands could contribute to a better understanding of any differences existing between the operating forces of the two coasts. It may also be advisable to include carriers in future efforts in order to more adequately describe the surface combatant supply profile. Conducting the above expanded efforts would allow for a more accurate examination of operational needs.

Customer Input

The shipboard supply department is a service organization supporting the needs of the Commanding Officer (CO) and Executive Officer (XO), as well as every department on the ship. As such, the CO and XO, in concert with the other departments, are the supply department's customers. Performing a "market analysis" of the customer needs to which supply departments must respond could be a productive addition to the current findings. A survey of ship COs, XOs, and major department heads to obtain their opinions of supply operations would permit a balanced perspective between the views of customers and the supply departments themselves.

Table 7
Type of Solutions Suggested According to Overall Rank of Problem Severity

Solution Type	Item Number From Most to Least Severity																												
	8	17	28	9	29	24	18	25	16	14	11	23	5	1	4	7	10	3	6	21	15	~	13	26	12	19	22	2	20
Policy Changes																													
CNO/congressional	2,4,5	1,3	1	1,2		3							1		3	4													
Detailer													1,2,3		3	3													
NAVSURFPAC/CINCPAC						4	3																						
Ship CO						2	2	3					1,2		4														
Logistics Improvements																													
Admin. changes to procedures	3					1,2	2,3	3								2					4	1,2							
Increased parts inventory													2				3,4												
Equipment standardization																		2											
Equipment/Workspace/Technology Enhancements																													
Automation	2					1,4		1,2								1					1,2								
Equipment modernization																2,3,4	1,2,3				1			3	3				
Workspace design																	1				2								
Alternative technologies																		1											
Training																													
Training enhancements	1,3					1							1,2	2,3				1,2	1,2	1,2,3	1,2,3	1,2	1,2	1,2,3					

Note: See Appendix B for the text of each item solution indicated by number in the body of this table.

a Item 77 - No solutions offered.

Supply Corps School." This solution was placed in the "Policy Changes-Detailers" category of Table 7, even though the action is intended to benefit training. Additionally, this solution would probably require Chief of Naval Operations policy changes because of the added detailing expense. Appendix B contains the descriptive narrative for the solution numbers in the body of Table 7. Table 8 contrasts solutions for the 15 most serious deficiencies with the solutions for the 14 less serious deficiencies.

Policy. The largest number of recommendations (48) for the serious problems involved changes to management policy (15 of 21 policy changes in Appendix B), primarily increasing supply manpower. A shortage of manpower to do the job appears to be an extremely serious concern of SUPPOs and A/SUPPOs.

Logistics. Needs for logistics improvements generated 14 general solutions, 6 for high severity issues and 4 for less pressing problems. As can be seen from Tables 7 and 8, most solutions would change the administrative procedures of ship's supply departments. An increase in the spare parts inventory was also recommended.

Technology. The 13 solutions for the high severity issues which fall into the equipment/workspace/technology category of Table 7 also indicate a perceived manpower shortage. For instance, 5 of the 13 recommendations call for increased automation to reduce the workload. The narrative recommendations for equipment modernization and improved workspace design in Appendix B also tend to suggest that conditions of work overload exist.

Training. Although lack of manpower characterized the top 15 problems, training issues are certainly an area of general concern. Solutions calling for training enhancements dominated the 14 lower severity issues. As shown in Table 8, 19 of the 40 solutions called for some kind of training improvement. Item 8 (Difficult to advance), which was considered to be the most serious problem for ship's supply personnel, produced two solutions suggesting training improvements and only one calling for manpower.

CONCLUSIONS

The current data represent the beginnings of a significant information base for the operational decision maker. They also define a number of problem areas which indicate R&D requirements. Further expansion of the data base could yield a number of beneficial researchable areas.

R&D Implications

Many of the policy change suggestions call for more supply-related billets. Although this is a direct and simple approach from a supply department perspective, this solution may be difficult to implement. Ships are limited in manning and billet availability; therefore, if supply billets are increased, corresponding billets from the other departments must be dropped. Manpower availability issues must be placed within this context. If it appears that additional billets cannot be obtained, other options might decrease workload without additional manpower. These options include streamlining administrative reporting procedures, automating manual functions, and modernizing plant operation with labor-saving equipment and workspace design.

Table 6

Problems Causing Concern to a Great or Very
Great Extent by SUPPO and A/SUPPO

Item Number	Percentage of Respondents Rating "4" or "5"		
	SUPPO (N=75)	A/SUPPO (N=66)	Total (N=141)
1	29	38	33
2	11	8	10
3	31	18	25
4	39	25	33
5	37	30	34
6	27	22	25
7	43	11	29
8	59	70	64
9	71	45	59
10	32	22	27
11	45	36	41
12	25	13	20
13	32	9	22
14	45	41	43
15	31	15	23
16	61	31	47
17	72	53	63
18	53	48	51
19	22	9	16
20	8	5	7
21	32	14	24
22	20	7	15
23	45	27	38
24	61	39	52
25	52	41	48
26	21	22	22
27	5	3	5
28	70	60	60
29	58	47	53

Solutions Suggested by SUPPOS and A/SUPPOS

Almost all of the respondents took advantage of the opportunity to provide realistic potential solutions as requested in Section C of the questionnaire. Their recommended solutions for each of the 29 items have been summarized in Appendix B. Table 7 organizes their solutions (reported in Appendix B) into four major categories--policy changes, logistic improvements, equipment/workspace/technology enhancements, and training. Table 7 was derived by an empirical sorting of the data in which each solution was assigned to only one category even though elements of the solution might fit more than one category. For example, one recommended solution for item 10 was that "All Supply Corps ensigns should go to a ship under instruction for two months before attending

Table 5
Problems Causing Concern to a Great or Very Great Extent by Ship Type

Item Number	Percentage of Respondents Rating "4" or "5"							Total (N=141)
	BB (N=5)	CG (N=19)	CGN (N=7)	DD (N=20)	DDG (N=19)	FF (N=39)	FFG (N=31)	
1	20	26	14	45	37	41	25	33
2	25	17	17	0	11	10	7	10
3	0	22	17	25	37	23	27	25
4	25	32	40	35	21	41	28	33
5	25	26	0	5	68	49	19	34
6	0	16	0	32	21	36	22	25
7	20	39	60	29	21	27	27	29
8	25	68	50	70	58	61	72	64
9	25	72	29	65	53	59	62	59
10	20	10	20	25	21	35	34	27
11	40	39	57	35	42	38	47	41
12	40	22	0	15	16	13	34	20
13	20	17	29	25	10	16	23	22
14	40	32	57	35	42	51	44	43
15	20	21	57	20	21	23	22	23
16	0	68	83	50	37	57	28	47
17	40	50	50	75	58	69	67	63
18	40	42	86	45	42	56	53	51
19	33	33	20	30	0	0	21	16
20	0	17	50	0	0	13	3	7
21	0	6	0	37	32	32	20	24
22	0	18	20	21	58	18	7	15
23	0	29	40	63	37	45	21	38
24	0	44	75	63	42	66	39	52
25	0	41	25	32	58	53	57	48
26	0	6	25	11	32	21	34	22
27	0	11	0	0	5	8	0	5
28	25	53	50	70	37	72	64	60
29	25	44	83	50	33	67	52	53

Note. N refers to number of respondents.

SUPPO and A/SUPPO Differences

The SUPPO and A/SUPPO work together very closely; however, within any given supply department, irrespective of ship type, the SUPPO and A/SUPPO have different day-to-day responsibilities. The SUPPO typically has more global concerns about supply operations. For example, in Table 6, item 7 (Lack of responsive supply support for spare parts), item 9 (Insufficient telephone lines), item 13 (Mandatory training for personnel from shore billets), item 16 (Updating files and inventories), and item 24 (Users fail to cancel requisitions) were of much more serious concern to the SUPPO than the A/SUPPO. The A/SUPPO, on the other hand, had major concerns with item 1 (Constant target of complaints; rarely praised) and item 8 (Difficult to advance).

D. Please add any additional comments you feel are relevant.

E. Please complete the following:

POSITION: (Supply Officer, Assistant Supply Officer) _____

RANK: _____ YEARS EXPERIENCE IN SUPPLY: _____

YEARS OF NAVY EXPERIENCE: _____

TYPE OF SHIP TO WHICH CURRENTLY ASSIGNED: _____

Thank you for providing this information.

APPENDIX B
PROBLEM AREAS AND RECOMMENDED SOLUTIONS

PROBLEM AREAS

ITEM
8

"DIFFICULT TO ADVANCE IN SH RATE; NO PQS PACKAGE, CLOGGED AT E-5/6."

PERCENT RESPONDING "4" OR "5"

<u>BATTLESHIP</u>	<u>CRUISERS</u>	<u>DESTROYERS</u>	<u>FRIGATES</u>	<u>TOTAL</u>
(N=4) 25	(N=25) 64	(N=39) 64	(N=71) 66	(N=139) 64

TYPICAL SOLUTIONS OFFERED

- 1 ESTABLISH PQS PACKAGE; MAKE SH RATE MORE SPECIALIZED
- 2 INCREASE BILLETS FOR SH'S AND STIFFEN ADVANCEMENT EXAMS
- 3 GENERAL PROFICIENCY TESTS FOR ALL E-5/6'S
- 4 REPLACE CIVILIANS IN EXCHANGES/COMMISSARIES WITH SH/MS PERSONNEL
- 5 FORCE OUT TWENTY-YEAR 1ST CLASSES

PROBLEM AREA

ITEM
17

"REDUCED MANNING LEVELS CAUSE EXCESSIVELY LONG WORKING HOURS;
ESPECIALLY FOR MS'S AND SK'S."

PERCENT RESPONDING "4" OR "5"

<u>BATTLESHIP</u>	<u>CRUISERS</u>	<u>DESTROYERS</u>	<u>FRIGATES</u>	<u>TOTAL</u>
(N=5) 40	(N=24) 50	(N=39) 67	(N=69) 68	(N=137) 63

TYPICAL SOLUTIONS OFFERED

- 1 ESTABLISH HIGHER MANNING LEVELS
- 2 REDUCE NON-SUPPLY DUTIES
- 3 AUGMENT WITH RESERVES OR TAD'S IN-PORT

PROBLEM AREA

ITEM
28

"LOW NMP ALLOWANCES CAUSES HIGH WORKLOADS AND LONG HOURS FOR MS AND SH PERSONNEL."

PERCENT RESPONDING "4" OR "5"

<u>BATTLESHIP</u>	<u>CRUISERS</u>	<u>DESTROYERS</u>	<u>FRIGATES</u>	<u>TOTAL</u>
(N=4) 25	(N=25) 52	(N=39) 54	(N=70) 69	(N=138) 60

TYPICAL SOLUTIONS OFFERED

- 1 INCREASE ALLOWANCES
- 2 INCREASED USE OF COMPUTERS (SNAP II)
- 3 DECREASE UNNECESSARY PAPERWORK
- 4 IMPORT CONTRACTING-OUT OF LAUNDRY

PROBLEM AREA

ITEM
9

"INSUFFICIENT TELEPHONE LINES."

PERCENT RESPONDING "4" OR "5"

<u>BATTLESHIP</u>	<u>CRUISERS</u>	<u>DESTROYERS</u>	<u>FRIGATES</u>	<u>TOTAL</u>
(N=4) 25	(N=25) 60	(N=37) 59	(N=71) 60	(N=137) 59

TYPICAL SOLUTIONS OFFERED

- 1 ADDITIONAL TELEPHONE LINES
- 2 ONE SUPPLY-DEDICATED TELEPHONE LINE
- 3 DIRECT PRIORITY AUTOVON ACCESS

PROBLEM AREAS

ITEM
29

"MESS DECK DETAILING DEPRIVES OTHER DEPARTMENTS OF NEEDED PERSONNEL;
ESPECIALLY WHEN DOUBLE-DIPPING OCCURS."

PERCENT RESPONDING "4" OR "5"

<u>BATTLESHIP</u>	<u>CRUISERS</u>	<u>DESTROYERS</u>	<u>FRIGATES</u>	<u>TOTAL</u>
(N=4) 25	(N=24) 54	(N=38) 42	(N=70) 60	(N=136) 53

TYPICAL SOLUTIONS OFFERED

- 1 INCREASE SHIP MANNING LEVELS
- 2 GREATER E1 - E3 MANNING
- 3 CHANGE MESS DECK DETAILING TO 120 DAYS

PROBLEM AREA

ITEM
24

"USERS FAIL TO CANCEL INVALID REQUISITIONS."

PERCENT RESPONDING "4" OR "5"

<u>BATTLESHIP</u>	<u>CRUISERS</u>	<u>DESTROYERS</u>	<u>FRIGATES</u>	<u>TOTAL</u>
(N=3) 0	(N=22) 50	(N=38) 53	(N=66) 55	(N=129) 52

TYPICAL SOLUTIONS OFFERED

- 1 BETTER FOLLOWUP
- 2 SNAP PROGRAM TO DOCUMENT ALL OPEN REPAIR JOBS WITH OUTSTANDING REQUISITIONS. ONCE RECEIPTED IN SUPPLY, SNAP WOULD AUTOMATICALLY CANCEL.

PROBLEM AREAS

ITEM
18

"EXCESSIVE LABOR NEEDED TO PREPARE ADMINISTRATIVE DOCUMENTATION."

PERCENT RESPONDING "4" OR "5"

<u>BATTLESHIP</u>	<u>CRUISERS</u>	<u>DESTROYERS</u>	<u>FRIGATES</u>	<u>TOTAL</u>
(N=5) 40	(N=26) 54	(N=39) 44	(N=71) 55	(N=141) 51

TYPICAL SOLUTIONS OFFERED

- 1 AUTOMATION OF RECORD KEEPING
- 2 EXPEDITE IMPLEMENTATION OF SNAP II
- 3 REDUCE NUMBER OF ADMINISTRATIVE REPORTS
- 4 PROVIDE WORD PROCESSOR CAPABILITY

PROBLEM AREAS

ITEM
25

"USERS OVERSTATE PRIORITIES OR DELIVERY DATE REQUIREMENTS."

PERCENT RESPONDING "4" OR "5"

<u>BATTLESHIP</u>	<u>CRUISERS</u>	<u>DESTROYERS</u>	<u>FRIGATES</u>	<u>TOTAL</u>
(N=3) 0	(N=21) 38	(N=38) 45	(N=66) 54	(N=128) 48

TYPICAL SOLUTIONS OFFERED

- 1 BETTER TRAINING FOR SUPPLY USERS ON PRIORITY ABUSE AND CONSEQUENCES
- 2 INCREASE DEPTH AND RANGE OF REPAIR PARTS AT NSC'S

PROBLEM AREAS

ITEM
16

"EXCESSIVE LABOR NEEDED TO UPDATE SUPPLY FILES; MAINTAIN CURRENT INVENTORIES."

PERCENT RESPONDING "4" OR "5"

<u>BATTLESHIP</u>	<u>CRUISERS</u>	<u>DESTROYERS</u>	<u>FRIGATES</u>	<u>TOTAL</u>
(N=4) 0	(N=25) 72	(N=39) 44	(N=69) 43	(N=137) 47

TYPICAL SOLUTIONS OFFERED

- 1 COMPUTERIZE
- 2 ACCELERATE SMALL COMPUTER DISTRIBUTION
- 3 PAPERWORK CUTBACK

PROBLEM AREAS

ITEM
14

"SERVICES, RE-STOCKING ACTIVITIES IN-PORT DISRUPTED BECAUSE OF ADDITIONAL WATCH-STANDING DUTIES FOR SUPPLY DEPT. PERSONNEL."

PERCENT RESPONDING "4" OR "5"

<u>BATTLESHIP</u>	<u>CRUISERS</u>	<u>DESTROYERS</u>	<u>FRIGATES</u>	<u>TOTAL</u>
(N=5) 40	(N=26) 38	(N=39) 38	(N=71) 48	(N=141) 43

TYPICAL SOLUTIONS OFFERED

- 1 ELIMINATE SUPPLY DEPT PERSONNEL FROM IN-PORT WATCHBILL
- 2 NO WATCHSTANDING DURING NORMAL SUPPLY WORKING HOURS
- 3 INCREASE MANNING

PROBLEM AREAS

ITEM
II

"BILLET-GAPPING RESPONSIBLE FOR SEVERE DISRUPTIONS IN NORMAL OPERATIONS."

PERCENT RESPONDING "4" OR "5"

BATTLESHIP	CRUISERS	DESTROYERS	FRIGATES	TOTAL
(N=5) 40	(N=25) 44	(N=39) 38	(N=67) 42	(N=136) 41

TYPICAL SOLUTIONS OFFERED

- 1 MANDATORY CONTACT RELIEF FOR SENIOR MAN IN EACH RATING
- 2 NO GAPPING FOR MINIMUM MANNED SHIPS
- 3 GAP SHORE BILLETS, NOT SEA BILLETS

PROBLEM AREAS

ITEM
23

"USERS OFTEN ORDER UNNECESSARY PARTS."

PERCENT RESPONDING "4" OR "5"

<u>BATTLESHIP</u>	<u>CRUISERS</u>	<u>DESTROYERS</u>	<u>FRIGATES</u>	<u>TOTAL</u>
(N=3) 0	(N=22) 32	(N=38) 50	(N=67) 34	(N=130) 38

TYPICAL SOLUTIONS OFFERED

- 1 EMPHASIZE USE AND MAINTENANCE OF COSAL IN "A" AND "C" SCHOOLS
- 2 IMPROVE TRAINING OF TECHNICIANS IN IDENTIFICATION OF PARTS

PROBLEM AREAS

ITEM
22

"TECHNICAL MANUALS OFTEN OUT OF DATE, LEADING TO ERRORS IN ORDERING PARTS."

PERCENT RESPONDING "4" OR "5"

<u>BATTLESHIP</u>	<u>CRUISERS</u>	<u>DESTROYERS</u>	<u>FRIGATES</u>	<u>TOTAL</u>
(N=3) 0	(N=22) 18	(N=38) 16	(N=68) 13	(N=131) 15

TYPICAL SOLUTIONS OFFERED

- 1 SUBMISSION OF 4790 FOR EVERY CHANGE OR ALTERATION
- 2 FOLLOWUP ON TECHNICAL MANUAL CHANGES SENT TO DEPT. HEADS

PROBLEM AREAS

ITEM
19

"EXCESSIVE LABOR NEEDED TO PREPARE DATA INPUT FOR ADP-EQUIPPED SHIPS"

PERCENT RESPONDING "4" OR "5"

<u>BATTLESHIP</u>	<u>CRUISERS</u>	<u>DESTROYERS</u>	<u>FRIGATES</u>	<u>TOTAL</u>
(N=3) 0	(N=14) 28	(N=39) 44	(N=40) 10	(N=75) 16

TYPICAL SOLUTIONS OFFERED

- 1 SPEED UP SHIP'S STORE, FOOD SERVICE AND DISPENSING AUTOMATION
- 2 AUTOMATE ALL DATA INPUT AND UPDATE FUNCTIONS POSSIBLE
- 3 IMPROVE TERMINAL RESPONSE TIME
- 4 PROVIDE UPDATED COSAL TAPES FOR SNAP II INPUT ON A QUARTERLY BASIS

PROBLEM AREAS

ITEM
12

"FORMAL SCHOOL TRAINING, ESPECIALLY FOR MS'S, DOESN'T ADEQUATELY
PREPARE NEW PERSONNEL FOR ACTUAL WORKING ENVIRONMENT."

PERCENT RESPONDING "4" OR "5"

<u>BATTLESHIP</u>	<u>CRUISERS</u>	<u>DESTROYERS</u>	<u>FRIGATES</u>	<u>TOTAL</u>
(N=5) 40	(N=25) 16	(N=39) 15	(N=67) 22	(N=136) 20

TYPICAL SOLUTIONS OFFERED

- 1 RAISE "A" SCHOOL STANDARDS
- 2 GREATER EMPHASIS ON SHIPBOARD FOOD PREPARATION
- 3 ASSIGN NEW GRADUATES ONLY TO LARGER SHIPS FOR OJT

PROBLEM AREAS

ITEM
26

"EXCESSIVE GENERATION OF CASREPS TO EXPEDITE PART REQUIREMENTS."

PERCENT RESPONDING "4" OR "5"

<u>BATTLESHIP</u>	<u>CRUISERS</u>	<u>DESTROYERS</u>	<u>FRIGATES</u>	<u>TOTAL</u>
(N=3) 0	(N=22) 9	(N=37) 22	(N=67) 27	(N=129) 22

TYPICAL SOLUTIONS OFFERED

- 1 CASREP CROSS-TRAINING WITH DEPARTMENT HEADS, DIVISION CHIEFS, AND LEADING CHIEF PETTY OFFICERS
- 2 EDUCATE COMMANDING OFFICERS ON THE EFFECT OF CASREP ABUSE

11/11/11

PROBLEM AREAS

ITEM
13

"LACK OF MANDATORY REFRESHER TRAINING FOR RATED PERSONNEL WHO REPORT FROM SHORE BILLETS DECREASES PRODUCTIVITY."

PERCENT RESPONDING "4" OR "5"

<u>BATTLESHIP</u>	<u>CRUISERS</u>	<u>DESTROYERS</u>	<u>FRIGATES</u>	<u>TOTAL</u>
(N=5) 20	(N=25) 20	(N=39) 18	(N=70) 24	(N=139) 22

TYPICAL SOLUTIONS OFFERED

- 1 SEND ALL E4-9 SK'S AND SH'S TO AN AFLOAT REFRESHER COURSE PRIOR TO SEA TOUR
- 2 ESTABLISH MOBILE TEAM TRAINERS TO VISIT VARIOUS BASES AND CONDUCT TRAINING FOR A NUMBER OF SHIPS
- 3 ESTABLISH A SHORT TWO-THREE WEEK COURSE ON EACH COAST

PROBLEM AREAS

ITEM
15

"HIGH ERROR RATES; MUCH TIME IS SPENT AUDITING, LOCATING, CORRECTING A WIDE VARIETY OF ERRORS."

PERCENT RESPONDING "4" OR "5"

<u>BATTLESHIP</u>	<u>CRUISERS</u>	<u>DESTROYERS</u>	<u>FRIGATES</u>	<u>TOTAL</u>
(N=5) 20	(N=26) 31	(N=39) 20	(N=71) 23	(N=141) 23

TYPICAL SOLUTIONS OFFERED

- 1 RAISE "A" SCHOOL STANDARDS
- 2 CROSS-TRAIN SO THAT SUPPLY AND TECHNICIAN PERSONNEL BETTER UNDERSTAND EACH OTHER'S PROBLEMS
- 3 INCREASE OPPORTUNITIES FOR SCHOOL AND OJT
- 4 COMPUTER-CONTROLLED PAPERWORK

PROBLEM AREAS

ITEM
21

"TECHNICIANS NOT COMPETENT IN IDENTIFYING AND ORDERING PARTS."

PERCENT RESPONDING "4" OR "5"

<u>BATTLESHIP</u>	<u>CRUISERS</u>	<u>DESTROYERS</u>	<u>FRIGATES</u>	<u>TOTAL</u>
(N=3) 0	(N=23) 4	(N=38) 34	(N=68) 26	(N=132) 24

TYPICAL SOLUTIONS OFFERED

- 1 PROVIDE "A" SCHOOL TRAINING ON COSAL USE AND MAINTENANCE
- 2 CONINUATION OF TYCOM SUPPORTED COSAL TRAINING

PROBLEM AREAS

ITEM
6

"ASS'T SUPPO SPENDS INORDINATE TIME SUPERVISING SHIP'S STORE AND VENDING MACHINE OPERATIONS."

PERCENT RESPONDING "4" OR "5"

<u>BATTLESHIP</u>	<u>CRUISERS</u>	<u>DESTROYERS</u>	<u>FRIGATES</u>	<u>TOTAL</u>
(N=4) 0	(N=25) 12	(N=38) 26	(N=71) 40	(N=138) 25

TYPICAL SOLUTIONS OFFERED

- 1 INCORPORATE RECORDS-KEEPING INTO SH "A" SCHOOL TRAINING
- 2 PROVIDE BETTER OJT AND JOB AIDS FOR SH's
- 3 DISCONTINUE GIVING INDEPENDENT DUTY NEC TO SH-1's WHO HAVE NOT ATTENDED SHIP'S STORE AFLOAT MANAGEMENT COURSE
- 4 BREAK SH RATING INTO TWO GROUPS: LAUNDRY/BARBER AND STORE OPERATORS/RECORDS KEEPERS

PROBLEM AREAS

ITEM
3

"DIFFICULTY MAINTAINING SANITARY STANDARDS."

PERCENT RESPONDING "4" OR "5"

<u>BATTLESHIP</u>	<u>CRUISERS</u>	<u>DESTROYERS</u>	<u>FRIGATES</u>	<u>TOTAL</u>
(N=5) 0	(N=24) 21	(N=39) 31	(N=69) 25	(N=137) 25

TYPICAL SOLUTIONS OFFERED

- 1 SWITCH TO CHEMICAL STERILIZATION TECHNIQUES USED IN SHORE FACILITIES
- 2 BETTER GALLEY DESIGN
- 3 INCREASE NUMBER OF ASSIGNED FOOD SERVICE ATTENDANTS

PROBLEM AREAS

ITEM
10

"SUPPO SCHOOL DOES NOT PROVIDE SUFFICIENT TRAINING IN HOW TO REALISTICALLY COPE WITH COMMONLY ENCOUNTERED SHIPBOARD SITUATIONS."

PERCENT RESPONDING "4" OR "5"

<u>BATTLESHIP</u>	<u>CRUISERS</u>	<u>DESTROYERS</u>	<u>FRIGATES</u>	<u>TOTAL</u>
(N=5) 20	(N=26) 15	(N=39) 23	(N=69) 35	(N=139) 27

TYPICAL SOLUTIONS OFFERED

- 1 DEVISE MORE REASONABLE TRAINING PLAN FOR SUPPLY SCHOOL
- 2 MINIMUM NINE-WEEK DEPARTMENT HEAD REFRESHER SCHOOL
- 3 ALL SUPPLY CORPS ENSIGNS SHOULD GO TO A SHIP UNDER INSTRUCTION FOR TWO MONTHS BEFORE ATTENDING SUPPLY SCHOOL

PROBLEM AREAS

ITEM

"LACK OF RESPONSIVE SUPPLY SUPPORT FOR SPARE PARTS."

PERCENT RESPONDING "4" OR "5"

<u>BATTLESHIP</u>	<u>CRUISERS</u>	<u>DESTROYERS</u>	<u>FRIGATES</u>	<u>TOTAL</u>
(N=5) 20	(N=23) 43	N=36 25	(N=67) 27	(N=131) 29

TYPICAL SOLUTIONS OFFERED

- 1 COMPUTERIZE INVENTORY MANAGEMENT
- 2 MORE EMPHASIS ON LOGISTIC SUPPORTABILITY OF NEW SYSTEMS
- 3 KEEP MORE ITEMS IN STOCK
- 4 INCREASE RESOURCES DEVOTED TO SPARE PARTS PROGRAM

PROBLEM AREAS

ITEM
4

"LAUNDRY WORK LABOR-INTENSIVE; NEED LABOR SAVING DEVICES."

PERCENT RESPONDING "4" OR "5"

<u>BATTLESHIP</u>	<u>CRUISERS</u>	<u>DESTROYERS</u>	<u>FRIGATES</u>	<u>TOTAL</u>
(N=4) 25	(N=24) 33	(N=39) 28	(N=71) 35	(N=138) 33

TYPICAL SOLUTIONS OFFERED

- 1 PROCURE EQUIPMENT WITH GREATER RELIABILITY
- 2 PROVIDE A BATTERY OF COMMERCIAL WASHER/DRYERS
- 3 INSTALL LARGER CAPACITY WASHERS

PROBLEM AREAS

ITEM

"SUPPLY DEPARTMENT PERSONNEL CONSTANT TARGETS OF COMPLAINTS; RARELY PRAISED."

PERCENT RESPONDING "4" OR "5"

<u>BATTLESHIP</u>	<u>CRUISERS</u>	<u>DESTROYERS</u>	<u>FRIGATES</u>	<u>TOTAL</u>
(N=5) 20	(N=24) 17	(N=39) 41	(N=71) 34	(N=139) 33

TYPICAL SOLUTIONS OFFERED

- 1 HIGHER MANNING WILL IMPROVE SERVICE CAPABILITIES
- 2 HIGHER QUALITY SUPERVISORS
- 3 INCORPORATE SUPPLY INDOCTRINATION IN OCS, SWOS AND THE ACADEMY
- 4 MORE RECOGNITION AND REWARDS FROM COMMANDING OFFICER

PROBLEM AREAS

ITEM
5

"INSUFFICIENT WORKING SPACE; INSUFFICIENT CAPACITY IN SHIP'S LAUNDRY."

PERCENT RESPONDING "4" OR "5"

<u>BATTLESHIP</u>	<u>CRUISERS</u>	<u>DESTROYERS</u>	<u>FRIGATES</u>	<u>TOTAL</u>
(N=4) 25	(N=24) 21	(N=39) 36	(N=71) 35	(N=138) 34

TYPICAL SOLUTIONS OFFERED

- 1 BETTER SHIP DESIGN
- 2 REPLACE OUTDATED EQUIPMENT
- 3 TWO 60 GALLON WASHERS MINIMUM
- 4 FREEZERS THAT ACCOMMODATE LARGER LOADOUT

PROBLEM AREAS

ITEM
2

"MODERN FOOD PREPARATION DEVICES ADD MAINTENANCE, TRAINING, AND CLEANING TIME"

PERCENT RESPONDING "4" OR "5"

<u>BATTLESHIP</u>	<u>CRUISERS</u>	<u>DESTROYERS</u>	<u>FRIGATES</u>	<u>TOTAL</u>
(N=4) 25	(N=24) 17	(N=39) 5	(N=68) 9	(N=135) 10

TYPICAL SOLUTIONS OFFERED

- 1 ADDITIONAL TAD FUNDS FOR FOOD MANAGEMENT TEAMS FOR GREATER ACCESS TO FLEET
- 2 STANDARDIZE EQUIPMENT
- 3 PROCURE EQUIPMENT WITH GREATER RELIABILITY

PROBLEM AREAS

ITEM
20

"SUPPLY SUPPORT INEXPERIENCE LEADS TO THE ORDERING OF WRONG PARTS."

PERCENT RESPONDING "4" OR "5"

<u>BATTLESHIP</u>	<u>CRUISERS</u>	<u>DESTROYERS</u>	<u>FRIGATES</u>	<u>TOTAL</u>
(N=4) 0	(N=22) 14	(N=38) 0	(N=68) 9	(N=132) 7

TYPICAL SOLUTIONS OFFERED

- 1 INCREASE TRAINING ON OVERALL IMPORTANCE OF SUPPLY SYSTEM INTERACTION WITH EACH DEPARTMENT
- 2 BETTER EDUCATION OF LINE OFFICERS REGARDING SUPPLY PROBLEMS
- 3 CONTINUE TYCOM-SUPPORTED COSAL TRAINING

PROBLEM AREAS

ITEM
27

"EXCESSIVE TYPOGRAPHICAL ERRORS MADE IN PREPARING MESSAGES."

PERCENT RESPONDING "4" OR "5"

<u>BATTLESHIP</u>	<u>CRUISERS</u>	<u>DESTROYERS</u>	<u>FRIGATES</u>	<u>TOTAL</u>
(N=3) 0	(N=24) 8	(N=38) 3	(N=68) 4	(N=133) 5

TYPICAL SOLUTIONS OFFERED

NO SOLUTIONS NOTED.

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